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Fleming, Sanford.

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(Circular.)

CANADIAN PACIFIC RAILWAY,

OTTAWA, 1st July, 1880.

TO THE MEMBERS OF THE ENGINEERING STAFF
AND OTHER OFFICERS.

You will learn from the documents appended, published by permission, that I am no longer in the Government service.

For the past seventeen years I have served under successive Administrations as Engineer-in-Chief of important public works: first, the Inter-colonial Railway and, more recently, the Pacific Railway. I cannot cease to act as I have hitherto done without thinking of my past relationship with the many who have aided me, and I cannot retire from the position I have so long held without bidding farewell to those with whom I have been associated.

In undertakings so gigantic, involving questions so complicated, it is not possible to avoid differences of opinion and such difficulties as are incident thereto. But these difficulties have been exceptionally few, and they have been far more than compensated by the exceedingly agreeable relations which have generally prevailed; by the genuine satisfaction which has arisen from the performance of duty; and by the engrossing character of the work itself.

As the head of the Engineering Staff to whom the Government has looked for opinions and reports on all questions; as the officer held responsible for the direction of every operation and the organization of every detail from the first explorations to the present time, it is with peculiar regret that I break my connection with the Pacific Railway at this particular

stage. I cannot conceal from the members of the Staff that I would have preferred to have remained with them to help forward the more complete fruition of our joint labors. But circumstances have exacted that it shall be otherwise, and the time has come when my professional connection with the great undertaking into which I have thrown my best energies must close.

On the other hand, I conceive that I may, with legitimate satisfaction, look back on the progress which has been made. The vast territory in which our investigations have been made is no longer a *terra incognita*. Our labours have successfully pierced the formidable barriers imposed by nature, and every problem of practicability has been solved. Construction is being proceeded with at different points, within a range of nearly 2,000 miles, and in a little more than another year the completion of at least 600 miles of the railway is assured. In that short period a line of communication will be open within Canadian territory for the influx of settlers to our great fertile wilderness, destined to be the home of millions.

In retiring from the office of Engineer-in-Chief of the Pacific Railway, I entertain the kindest feelings to each and to all. I shall always retain a warm recollection of friendships formed during my official career. I shall delight in hearing of the prosperity of my old associates, and I shall watch with deep, may I say with patriotic interest, the development of a national work which it has been my high privilege to assist in bringing to its present condition.

Again, with cordial good feeling and best wishes to all—Farewell !

SANDFORD FLEMING.

LETTER from the Secretary of the Department of Railways and Canals, enclosing an Order in Council appointing Mr. Sandford Fleming, to a position combining the Offices of Consulting Engineer for the Canadian Pacific Railway and Chief Engineer of the Intercolonial Railway.

DEPARTMENT OF RAILWAYS AND CANALS, CANADA,

OTTAWA, 3rd June, 1880.

SIR,—I am directed to enclose for your information a copy of an Order in Council, dated the 22nd ultimo, appointing you Consulting Engineer for the Canadian Pacific Railway and Chief Engineer of the Intercolonial.

I am, Sir,

Your obedient servant,

F. BRAUN,

Secretary.

SANDFORD FLEMING, Esq.

Copy of a Report of a Committee of the Honorable the Privy Council, approved by His Excellency the Governor General in Council, on the 22nd May, 1880.

On a Memorandum dated 11th May, 1880, from the Honorable the Minister of Railways and Canals, having reference to the Intercolonial Railway, stating that a considerable number of suits brought against the Government by the contractors have been left undecided; that it would be a very difficult matter for any one except the Engineer who was connected with the work from its inception to satisfactorily perform the service of finally adjusting and settling such claims, and recommending that Mr. Sandford Fleming, formerly Chief Engineer on said railway, be relieved from the duties and responsibilities connected with the office of Engineer-in-Chief of the Pacific Railway, and be re-appointed Chief Engineer of the Intercolonial Railway, to investigate the unsettled claims which have arisen in connection with that undertaking upon which no judicial decision has been given, and report on each case to the Department of Railways and Canals.

The Minister considers it important that he should continue to have the benefit of Mr. Fleming's professional skill and judgment in important matters connected with the construction of the Pacific Railway; he therefor recommends that that gentleman be retained as Consulting Engineer for that work, for the purpose of affording advice and assistance in that capacity to the Minister and officers of the Department.

The Minister further recommends that Mr. Fleming be paid a salary of six thousand dollars per annum, while discharging the combined duties of Consulting Engineer of the Canadian Pacific Railway and Chief Engineer of the Intercolonial Railway.

The Committee submit the above recommendations for Your Excellency's approval.

Certified.

(Signed)

J. O. COTÉ,

Clerk, Privy Council.

LETTER to the Honorable the Minister of Railways and Canals from Mr. Sandford Fleming submitting reasons for declining the new position assigned to him.

The Honorable Sir CHARLES TUPPER, K.C.M.G.,
Minister of Railways and Canals,
Ottawa.

OTTAWA, 7th June, 1880.

SIR,—The Order in Council of the 22nd May, has been communicated to me by the Secretary in a letter dated the 3rd instant.

By it I am relieved of the active duties and responsibilities of Engineer-in-Chief of the Pacific Railway, and appointed Consulting Engineer. I am named Chief Engineer of the Intercolonial Railway to investigate the unsettled claims that have arisen during construction.

In the nine years I have acted as Engineer-in-Chief of the Pacific Railway, I have given my best efforts to carry out the instructions and wishes of the Government; my labors have frequently been harassing, but I have exerted myself to the utmost of my power to advance the work, and I have done all I could to promote the general interests of the Dominion in connection therewith.

At this stage in the progress of the undertaking I may recount what has been accomplished. The question of practicability with the difficult problem of route has been successfully solved. The most exacting labor imposed upon the Chief Engineer has been performed. Generally speaking, the whole design of the Railway and its multitudinous works have been considered; difficulties overcome; details arranged; plans prepared; specifications made; contracts framed; modes of procedure established; operations for carrying on the works systematized, and instructions to the various executive officers issued and put in force. So much having been designed and organized, the duty remaining consists chiefly in general supervision and carrying out what has been arranged and determined. I can, therefore, relinquish the position I have so long held with a feeling of confidence for the future and although difficulties which no foresight can guard against may present themselves, I am justified in saying that every contingency that may be anticipated has been considered, and, as far as practicable, provided for.

Having from its inception been so actively engaged in connection with the undertaking, and in forming and maturing the organization for carrying it to com-

pletion, I shall never cease to take a deep interest in the great work, and I will always be willing and ready to give my advice and render all the service in my power towards the establishment of the Railway system to the Pacific.

But my nomination to investigate the unsettled claims which have arisen in the construction of the Intercolonial Railway places me in a position as embarrassing as it is unwelcome. The service is not strictly of an engineering character, and it could scarcely be possible to select a duty more distasteful for me to perform, or one for which, with my antecedents in the matter of these claims, I appear less fitted to act.

The difficulties now to be investigated and settled are due mainly to the adoption of a policy entirely at variance with the views I held, and the recommendations made by me when Chief Engineer of the Intercolonial Railway some years ago. They have arisen through the disregard of the earnest and repeated warnings which I gave in letters, official and unofficial, addressed to the Head of the Government during the early stages of construction. I respectfully submit, therefore, that I am not the person to make the investigation. Whatever decision I might give, or whatever report I might make, the party to whom it would be adverse would be in the position to challenge it as the result of prejudice or feeling, and to insist that it was adopted to fit in with opinions previously expressed,

The service proposed to be assigned is so full of complications that I can foresee it will be one utterly impossible for me to perform with any hope of giving satisfaction in any quarter; however just my decision, I will be exposed to the charge in Parliament, and in the press, that it has been my aim and object to sustain my previously expressed theories and opinions.

The Government likewise cannot fail to recognize that in a matter of such importance, involving the settlement of claims amounting to several millions of dollars, all ground for hostile criticism should be avoided.

My sense of duty has always led me to serve the Government as best I could in every position in which I have been placed. In this instance, I feel it a duty to point out that no good result can be attained from deputing me to attempt the settlement of the Intercolonial Railway claims, and that it does not appear to me expedient that I should enter upon the investigation.

In declining this duty, I am aware that I will be terminating my connection with the great railway works of the Dominion, to which I have given the best seventeen years of my life in the responsible position of Chief Engineer.

It will especially be painful for me to separate myself from the Pacific Railway in its present condition, but the terms of the Order in Council leave me no alternative.

Accordingly for the reasons set forth I have respectfully to ask the Government to allow me to decline the new position assigned to me.

I have the honor to be, Sir,
Your obedient servant,

(Signed) SANDFORD FLEMING.

Letter from the Honorable the Minister of Railways and Canals acknowledging the receipt of letter from Mr. Sandford Fleming declining to accept the position of Consulting Engineer of the Canadian Pacific Railway and Chief Engineer of the Intercolonial Railway.

OFFICE OF THE MINISTER OF RAILWAYS AND CANALS, CANADA,

OTTAWA, 10th June, 1880.

MY DEAR SIR,—I have to acknowledge the receipt of your letter of the 7th inst. declining, for reasons therein stated, to accept the office of Consulting Engineer of the Canadian Pacific Railway and Chief Engineer of the Intercolonial Railway, which will be duly communicated to my colleagues. Entertaining as I do the highest estimate of your ability and integrity, I cannot but express my great regret that you have not felt it consistent with your duty to accept the position to which you had been appointed.

Wishing you every success and happiness in the future.

I remain yours faithfully,

CHARLES TUPPER.

SANDFORD FLEMING, Esq., C.E. C.M.G.
